



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY EUROPE AND SEVENTH ARMY  
UNIT 29351  
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AEAGX-A

4 September 2007

MEMORANDUM FOR Commanders of USAREUR Major Subordinate and Specialized Commands, HQ USAREUR/7A Staff Principals, and the Director, IMCOM-Europe

SUBJECT: Army in Europe Fiscal Year 2008 Safety and Occupational Health Plan

This memorandum expires 1 October 2008.

1. References:

- a. Army Safety and Occupational Health Strategic Plan, 21 July 2006.
- b. Memorandum, Secretary of the Army and Army Chief of Staff, 6 August 2007, subject: Army Safety and Occupational Health Objectives for Fiscal Year (FY) 2008.
- c. Army in Europe Command Policy Letter 3, Safety.
- d. McKiernan Sends 13-07, Safety Update #2 - Current Status of Fiscal Year 2007, 23 July 2007.
- e. Memorandum, HQ USAREUR/7A, AEAGX-S, 10 May 2007, subject: Army in Europe Summer Safety 2007 Leader Engagement Campaign.

2. The Army Safety and Occupational Health Strategic Plan sets three top goals for U.S. Army commanders: incorporate safety into the Army culture, ensure the systemic management of risk, and manage the Army safety program efficiently and effectively. The first two goals have been tenets of our command safety campaigns for the past several years, and process improvement continues under our Army in Europe Fiscal Year 2008 Safety and Occupational Health Plan. The Chief of Staff, HQ USAREUR/7A, is responsible for ensuring we meet the third goal by adapting the Army safety program to meet the needs of the Army in Europe.

3. The intent of the Army in Europe Fiscal Year 2008 Safety and Occupational Health Plan is to provide a means of measurably improving our effect on the Army culture and on the way individuals think about safety and risk management both on and off duty. Metrics are included in this plan to ensure we implement meaningful processes that reach intended "action points," and that the intent of the processes is accomplished with desired results. In the past we have relied on lagging indicators—fatalities—as feedback for our safety and risk-management processes. This current plan uses existing key engagement program elements as leading performance indicators. Routine feedback will allow us to adjust our plan as needed when challenges occur and will have a direct effect on the success of our safety and leader engagement programs. The final result will be accident reduction.

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4. The Army in Europe Fiscal Year 2008 Safety and Occupational Health Plan is being implemented in place of a separate winter safety campaign. This plan supplements the continuous safety-program requirements of AR 385-10 and Army in Europe Command Policy Letter 3. The fundamental processes included in this plan will be adjusted when the summer 2008 safety campaign begins on 1 May 2008.

5. The Department of the Army set a goal of reducing accidents in FY 07 by 20 percent in comparison to FY 06 accident rates. We have been partly successful in meeting this goal. As of the end of July 2007, our accident rates are as follows:

- a. The total ground-accident rate dropped 20 percent, from 3.0 to 2.4 per 1,000 Soldiers.
- b. The aviation-fatality rate remained at zero.
- c. The number of aviation accidents dropped 7 percent, from 9.5 to 8.8 per 100,000 flight-hours.
- d. The ground-fatality rate dropped 4 percent, from 0.23 to 0.22 per 1,000 Soldiers.
- e. The injury rate for DA civilians (DA-generated Apr 07 statistics) remained significantly below the rate of that for comparable private industry. The total case and lost-production day rates were not a significant contributor to overall DA losses.
- f. Our engagement efforts over the summer have had a significantly positive effect. These efforts have helped prevent fatalities and improved the overall FY 07 safety forecast since my last quarterly update. As the end of summer approaches, however, we must continue to be vigilant and maintain the same high level of engagement. Now is not the time to let down our guard. Accidents in the last 2 months of FY 06 significantly influenced our safety record for the last fiscal year. During that period—
  - (1) Eight percent of ground accidents and 20 percent of aviation accidents occurred.
  - (2) One aviation and one ground accident occurred, which accounted for 20 percent of the fiscal year's fatalities.
- g. To improve our safety record, we must continue to give attention to our major injury producers. Our off-duty fatalities and injuries continue to be caused by motor-vehicle accidents and physical-fitness or recreation activities. On-the-job military and civilian injuries frequently involve material handling and body motions, including those related to physical-fitness activities. Our aviation losses result from striking objects because of loss of situational awareness.

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6. Efficient, revealing, and timely leading-indicator metrics were missing in our previous campaigns. We need to improve our assessments of the effectiveness or ineffectiveness of key safety-program elements in near real-time. Therefore, in addition to our leader-engagement efforts, I am empowering my combined USAREUR/V Corps Safety Office to conduct assistance visits and sensing sessions at battalion and company levels with the assistance of your staffs. The success or failure of this effort remains at that lowest level. I believe that we have good programs in place, and that these programs should ultimately reduce our accident rates. However, these rates have remained relatively unchanged. To determine the reasons why, we need to improve our horizontal and vertical support and assessment capability, and ask fundamental questions such as *Are program elements being disbursed horizontally? Are they penetrating vertically? Is their intent understood? Are they working?* We will maintain a qualitative command assessment of green, amber, and red at the USAREUR level based on these assessments, with maximum emphasis on whether or not a program element is working. My intent is to facilitate engagement and assistance. Safety professionals will help commanders and assess our collective progress in our programs. I will begin this process with a sensing session during the 22 October 2007 meeting of the USAREUR Safety Council.

7. The Army in Europe Fiscal Year 2008 Safety and Occupational Health Plan concentrates on three program elements to assess and improve our posture: the Army Readiness Assessment Program (ARAP), our Job Hazard Analysis (JHA) Program, and the Under the Oak Tree program. We will also institute a “buddy” campaign from this level, which will strengthen our engagement at the most personal level.

a. The ARAP engages new and mid-term battalion commanders in determining the safety climate in their organizations. The success of the ARAP will be based on whether or not the results of the assessment are followed up by actions and whether or not the actions are pursued. This includes the ARAP relationship between brigade and battalion commanders, and higher levels if required by the circumstances. I recognize the sensitivity of ARAP discussions, which is why I have chosen to use a qualitative assessment process. I request maximum dialog between commanders and safety professionals for both assessment and assistance purposes. The details of ARAP assessments applicable to a specific commander, however, will remain confidential.

b. The JHA Program engages military and civilian managers of shops and similar activities in systematically identifying process hazards with workers, which results in process changes and lowers the risk in the work environment. The purpose of this program is to use analysis results to heighten supervisory hazard awareness and improve employee and position standing operating procedures.

c. The Under the Oak Tree program involves direct engagement between first-line leaders and their subordinates. The emphasis on this program will be on the processes in place and their effect on subordinates.

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8. The Department of the Army has set a new goal of reducing accidents in FY 08 by 40 percent in comparison to FY 06 accident rates. We will track accident statistics at the USAREUR level. Your objective this fiscal year is to achieve green assessment status for leading indicators in the three program areas in paragraphs 7a through c, and a green assessment for penetration and understanding of the buddy information campaign. These qualitative measures will assure me that we are making a positive difference in our culture that will reduce our accident rates. I will provide top-level feedback through quarterly McKiernan Sends updates and in sessions with commanders. Course corrections will be made when identified, both locally and globally. The major mid-course assessment and correction will be part of the FY 08 summer safety campaign, which will begin on 1 May 2008.

9. The green, amber, and red qualitative assessments will be made by assistance teams. These teams will consider the degree to which the program elements are understood by the leadership, supervisors, and Soldiers; the degree to which the program elements are implemented; and the state of the process used to adjust results. Program elements will also be considered in relation to a qualitative assessment of the implementation and integration of the organization's overall safety program. I stress that this effort involves both assessment and assistance.

10. I appreciate your daily commitment to our Soldiers, civilians, and Family members. I will continue to engage members of our team to ensure the right culture is firmly integrated into our lives. Our active involvement in how and what our team members are doing is a genuine act of concern and will ultimately reward us with cultural changes that bring us closer to our ultimate goal of *No Loss of Life*.



DAVID D. McKIERNAN  
General, USA  
Commanding